

MIRAMAR FIRE DEPARTMENT

Five Year Strategic Plan
2007 - 2012

Serving the Community With
P.R.I.D.E

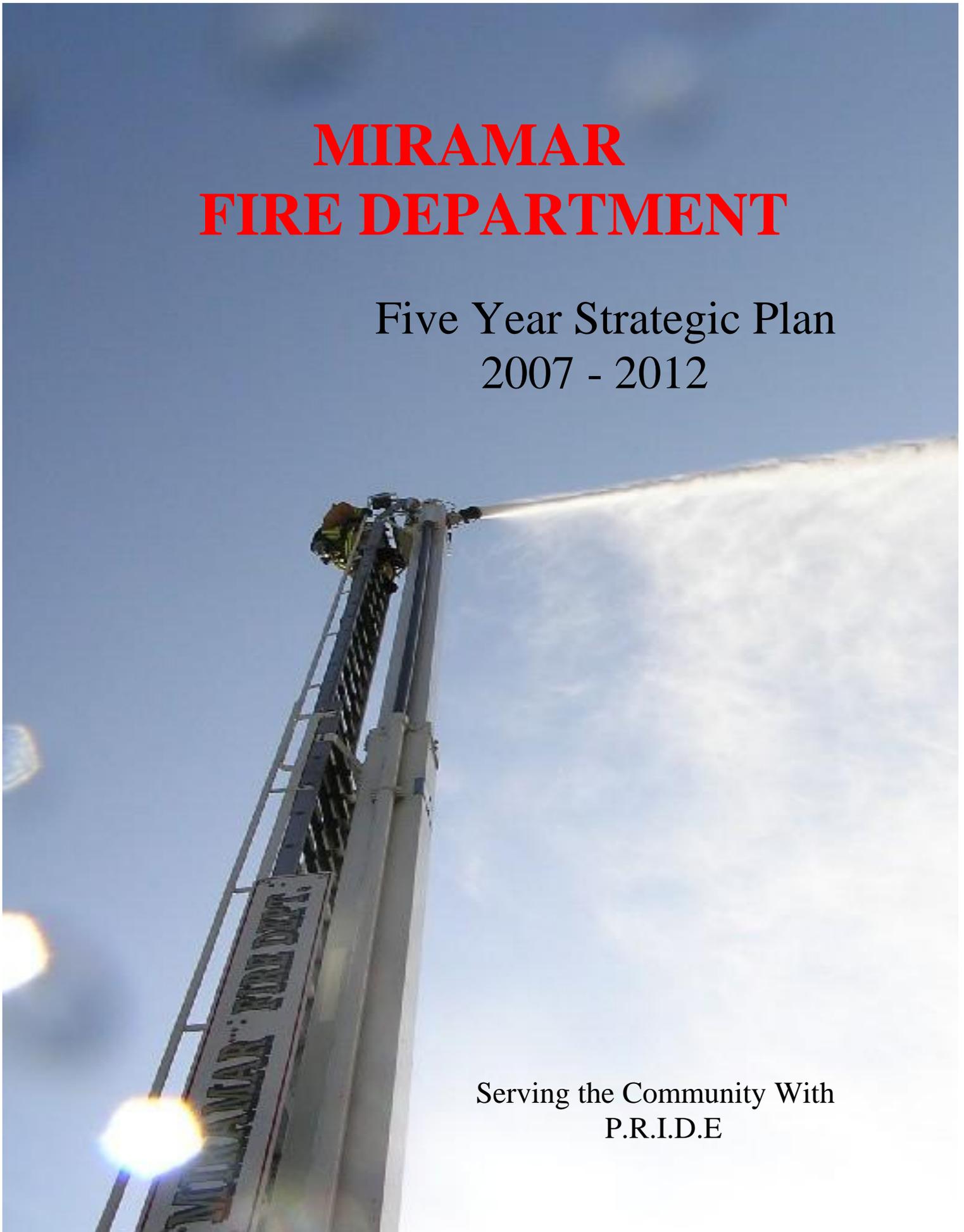


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Message from Fire Chief James Magill

As the Fire Chief of the Miramar Fire Department, I am honored to serve with men and woman who take such pride in being part of the Miramar Fire Department. We pride ourselves on providing the “best” fire suppression, rescue, fire prevention, emergency medical and emergency dispatch response services obtainable. Our goal of providing the best service for the community is reflected in the Department’s “Mission Statement” and “Value Statement”.

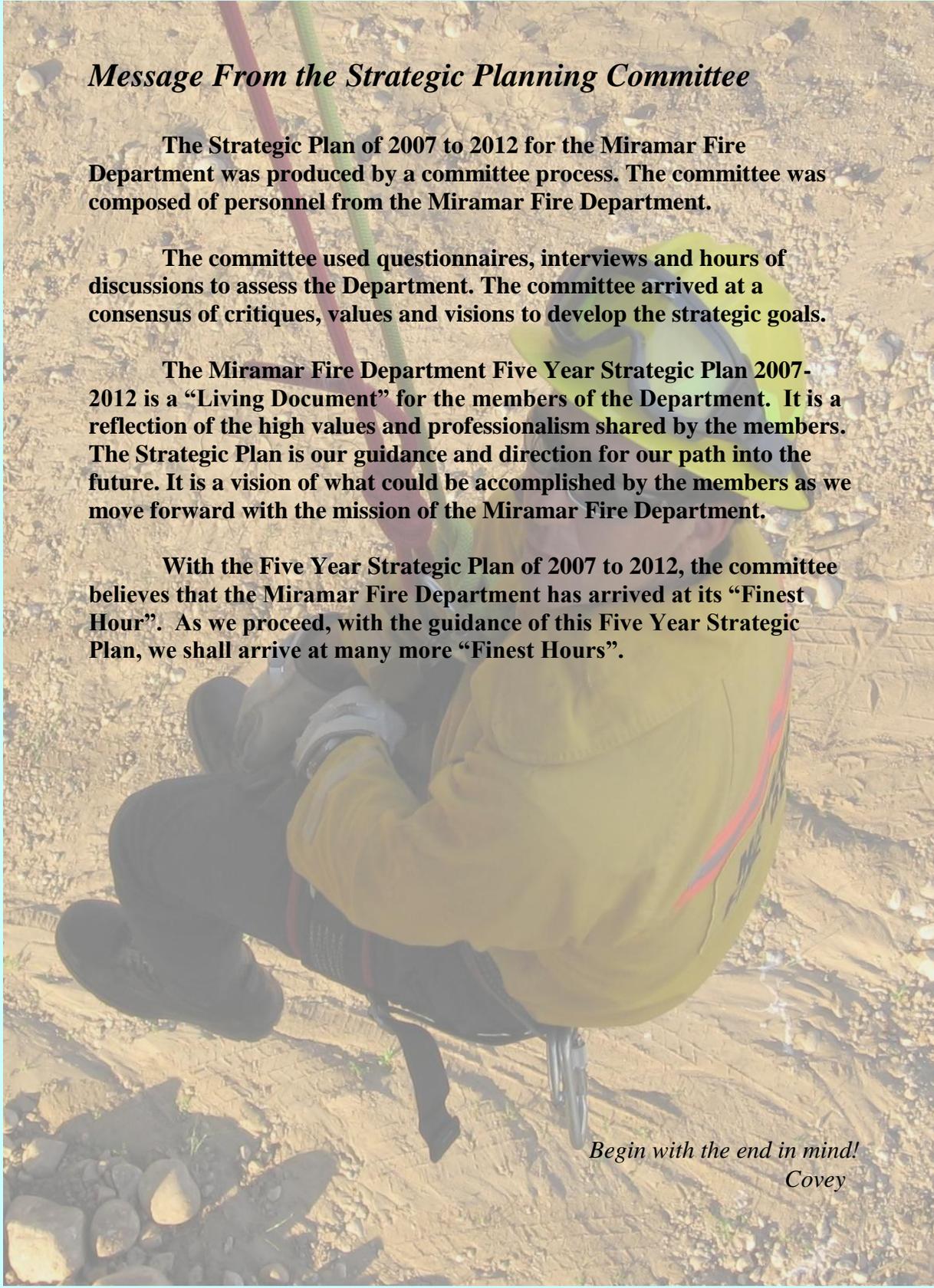
The Miramar Fire Department’s Five Year Strategic Plan provides Our Vision and roadmap for the future. It is a living dynamic document and is the glue that holds all identified future budget needs and requirements firmly in place.

It is my privilege to share with the members of the Miramar Fire Department our “Five Year Strategic Plan 2007-2012”. I need each and every one of you, to be involved with our Strategic Goals, so we can move forward as a team. Your participation is essential for us to accomplish our mission and goals. Our goals can only be achieved through your involvement and determination.

Together we will enhance the safety of our Community and continue our adventure towards our vision. Together we will continue to move forward on a path guided by our Five Year Strategic Plan.

James Magill

James G. Magill
FIRE CHIEF



Message From the Strategic Planning Committee

The Strategic Plan of 2007 to 2012 for the Miramar Fire Department was produced by a committee process. The committee was composed of personnel from the Miramar Fire Department.

The committee used questionnaires, interviews and hours of discussions to assess the Department. The committee arrived at a consensus of critiques, values and visions to develop the strategic goals.

The Miramar Fire Department Five Year Strategic Plan 2007-2012 is a “Living Document” for the members of the Department. It is a reflection of the high values and professionalism shared by the members. The Strategic Plan is our guidance and direction for our path into the future. It is a vision of what could be accomplished by the members as we move forward with the mission of the Miramar Fire Department.

With the Five Year Strategic Plan of 2007 to 2012, the committee believes that the Miramar Fire Department has arrived at its “Finest Hour”. As we proceed, with the guidance of this Five Year Strategic Plan, we shall arrive at many more “Finest Hours”.

Begin with the end in mind!
Covey

Our Mission

The Members of the Miramar Fire Department are dedicated to providing for the safety and welfare of the Community through preservation of life, property and the environment.



We value the faith and trust of the military and civilian communities we serve, and continually work to deserve that confidence through our honesty, integrity, and professionalism.



Our Vision

The safety of our Community is enhanced through the exceptional service provided by the Miramar Fire Department. Through strong leadership, training and continuing education we protect our Community from fire, injury and preventable emergencies. As we accommodate our expanding mission we have become a role model among the Department of Defense Fire Service agencies. We will continue to set high standards through our dedication. Providing the highest level of professional service to the Communities that we serve.

Our Principle Values

The Miramar Fire Department is composed of family oriented personnel with high value principles. The current and future principle values of the Department are based on the importance of our families and the Community that we serve.

Our principle values are derived from the Department's core value words of *family, team, professionalism, honesty, dependable, positive attitude, motivation, dedication, knowledgeable, loyalty, respect, friendliness and responsibility.*

Serving the community with P.R.I.D.E
is our principle value statement.





Our Philosophy of Operations

The Miramar Fire Department believes in demonstrating that a willingness to work hard, making the right decisions and being prepared towards protecting life and property will get the job done right the first time with the least amount of disruption to the Community that we serve.

The “Philosophy of Operations” for the Miramar Fire Department evolves from its value statement. It is the belief of the Miramar Fire Department that the Department exists to serve the Community with professionalism, respect, integrity, dependability and with enthusiasm.

Serving the Community With P.R.I.D.E

Professionalism

The members of the Miramar Fire Department recognize that the Community we serve expects and deserves professionalism. We are proactive in our endeavor to maintain proficiency and high standards, by being prepared. We consistently seek improvement and growth to enhance our reliability in performing a professional service for the Community.

Respect

The Members of the Miramar Fire Department honor the sacrifices made by the Community that we serve. We acknowledge and support the traditions of the Fire Service and those of the Community. We recognize and respect the values and cultures of the Community. With faithful pride we strive to demonstrate optimal behavior towards the treatment of others including our members of the Fire Service.

Integrity

The integrity of the Miramar Fire Department is based on the high principle values of its Members and the Community that we serve. We recognize the value of our integrity that is entrusted by the Community we serve. We strive to maintain the confidence of the Community by our reliance to meet or exceed our incorruptible values. We establish our professionalism on the faith of our Members observing and following the values of the Fire Service.

Dependable

The Members of the Miramar Fire Department are devoted to the providing of reliable and timely support to the Community and the Fire Service. We are diligent and dependable in protecting life, protecting property and ensuring the safety of the Community.

We are trustworthy for professional performance and to do what is expected by the Community during an emergency. Our Members provide assurance and reliable support to provide expected results for the protection of life and property.

Enthusiasm

Members of the Miramar Fire Department are passionate, inspiring and optimally energetic towards providing the highest quality of service to the Community. Our Members are hard working professionals who believe in providing the best possible service for the Community and the Fire Service.



MCAS Miramar Community Profile

MCAS Miramar is a moderate size Marine Corps Air Station that occupies 23,015 acres in San Diego, California.

MCAS Miramar is the Home and Headquarters of the Third Marine Aircraft Wing (3rd MAW). The Station is located to support Naval Stations and other Marine Corps Stations in the Southwest Region. It is the Home of West Coast Marine helicopter squadrons, fighter attack squadrons, a refueler squadron and a Marine Expeditionary Unit.



The Station is twelve (12) miles long from east to west and four (4) miles wide from north to south. State Highway 52 borders MCAS Miramar to the south. Small parcels of Station property are south and adjacent of the highway. Miramar Road borders the main Installation on the north. The San Diego Community of Scripps Ranch and a new housing division in Beeler Canyon border East Miramar on the north side.

Interstate 805 (I-805) marks the western edge of the Station. The Sycamore Canyon Preserve, (County of San Diego) is along the eastern boundary of the Station. Interstate 15 (I-15) divides the Station into two districts. District 61 is to the west of I-15 and District 62 is to the east of I-15

Station property east of I-15 is generally undeveloped land. The district is commonly referred to as “East Miramar” and includes Camp Elliot.

MCAS Miramar is the Home of the Third Marine Aircraft Wing (3rd MAW). Eight (8) fighter attack squadrons (VMFA), one fighter attack training squadron (VMFAT 101), one KC-130 refueler squadron and eight (8) heavy helicopter squadrons (HMH & HMM) are tenants at MCAS Miramar.

The estimated total daily population of MCAS Miramar, Monday through Friday is 21,550. On weekends and holidays the estimated daily Station population is 9,800.

Employed to support the mission of the 3rd MAW are 12,500 military and civilian personnel.

Approximately, 2,750 military personnel and dependents occupy military housing on the Station. All military housing is located on the main Installation of MCAS Miramar.

An estimated 300 contractors and vendors work daily on the Station. They are hired by private companies to support aviation training facilities, maintain aircraft, and provide technical services and to deliver supplies to the Station.

An estimated 5,000 off Station, active and retired military personnel along with their dependents use Station recreational facilities, commissary stores, Marine exchange stores and lodging on a daily basis.

MCAS Miramar is a Category IV airfield with over 92,000 landings and take-offs each year.

There are approximately nine (9) KC-130s, 80 F/A 18s and 70 helicopters assigned to the Station. Large cargo and military transportation aircraft are frequent at MCAS Miramar. MCAS Miramar serves as the Marine Corps West Coast debarkation center.





Miramar Fire Department Profile

The Miramar Fire Department is the Agency responsible for protecting life, property and the environment from fire, injury and other emergencies at the Marine Corps Air Station Miramar.

MCAS Miramar is located in San Diego, California. The Station covers 23,015 acres thirteen (13) miles north of downtown San Diego and four (4) miles east of the Pacific Ocean.

To meet the MCAS Miramar mission and to promote a safe environment we provide an extensive range of public safety services including fire prevention, public education, response to fire, medical, and other various types of emergency incidents and disaster mitigation.

The Miramar Fire Department operates within an annual budget of \$4.5 million dollars and employs fifty-five (55) personnel to accomplish its Mission. Staffing is provided for fire prevention, public education, communications, and two (2) Fire Stations. The Department operates three (3) engine companies, one (1) medic-ambulance and a Chief Officer position from two (2) stations, 24-hours a day, 365 days a year.

*The flame burns bright
In all our hearts
To help others
In their time of need.*

Fire Chief Jerry P Sack

Serving the Community

MCAS Miramar is divided into two Fire Demand Zones (FDZ) or geographical sections. Interstate 15 is the dividing line between the Main Installation (Fire Demand Zone 61) and East Miramar (Fire Demand Zone 62). The Communities of San Diego, Poway and Santee are adjacent to MCAS Miramar.

Fire Demand Zone 61, Station 61

This district includes the airfield, military aircraft support facilities, command facilities, commercial complexes, recreational facilities, station housing, consolidated prison and wildland open spaces. The majority of the MCAS Miramar Community's population either works or lives within the district.

Fire Demand Zone 62, Station 62

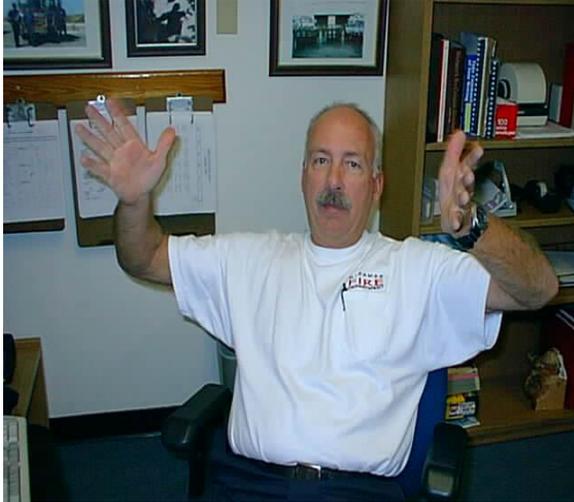
This District of Zone 62 includes the Naval and Marine Reserve Center, weapon facilities, weapon storage, training facilities and storage warehouse buildings. The majority of the district is open space with approximately 15,000 acres covered with chaparral brush or other vegetative communities.



Fire Station 61



Fire Station 62



Miramar Fire Department Assessment

The Miramar Fire Department is a young, proactive, aggressive Fire Department that originated on October 1, 1997. The Department has been well funded by the United State Marine Corps. From its initial start-up it has succeeded in expanding its operations and mission.

An assessment of the Department's environment by the Strategic Planning Committee revealed an assortment of strengths, weaknesses, opportunities and threats that can be expected to have an influence on Department operations between 2007 and 2012.

Strengths of the Department

1. A composition of young aggressive personnel with a variety of experience.
2. Operational personnel are team oriented to accomplish the mission of the Department.
3. A healthy and positive working relationship with surrounding Fire Departments.
4. Department has the support and respect of USMC and the Community.
5. Sufficient funding for diverse training opportunities.
6. High quality and updated state of the art equipment.
7. An optimal efficient start for the ambulance program.
8. Management encourages personnel to have ownership in the Department.
9. Management encourages personnel to participate in the decision making process.
10. Operational programs for wildland fire management and rescue.
11. Mutual aid agreements with other Federal, State and local agencies.
12. Alternative work schedule for operational personnel.

Summary Explanation of Strengths:

The Miramar Fire Department is regarded by its Members as a proficient professional department. It has earned the respect and recognition as a professional organization by the community it serves and with outside Federal, State and Local Agencies.

The Department has a municipal management style that is agreeable by the work force. Management encourages a team oriented style with personnel assigned to collateral duties and who participate in the decision making process. Personnel are progressive individuals working as a team and consistently seeking optimal improvements for the Department. An alternate work schedule was adopted for operational personnel. The work schedule has resulted in a moral boost and the majority of operational personnel go beyond the normal core hours of work to achieve results. Getting the job done and getting it done right the first time, is an operational strength.

The Department has had the fore sight to establish appropriate mutual aid agreements with outside Federal, State and Local Agencies. The agreements combined with Department training programs and high value work ethics of personnel have led to the Department's high degree of respect as a professional emergency service agency.

Weaknesses of the Department

Apparatus

1. Aged apparatus, well beyond expected service life, performing as front line emergency vehicles.
2. Unreliable maintenance and repairs performed by uncertified mechanics.
3. Extended and unacceptable “out-of-service” time for apparatus.
4. Insufficient reserve apparatus available for the Department.
5. Department has no control of the ALS ambulance or its equipment.

Personnel

1. Career advancement qualification knowledge needs to improve.
2. Intra-department communication failures. Non-essential information is provided to personnel while critical information is not provided to key players.
3. Personnel in leadership positions need appropriate supervision skills, exhibit inconsistent assertiveness, and lack sufficient leadership training for the optimal management of personnel.
4. New personnel, assigned to Operations, are included in the daily staffing and are immediately subjected to emergency operational responses without any prior knowledge or training related to those emergency operations.

Fire Prevention

1. Department is not able to assign Fire Prevention personnel to ICS positions due to lack of training and experience by Fire Prevention personnel with ICS.
2. Personnel are unable perform emergency operational duties within an exclusion zone.
3. Operational personnel do not participate in building fire inspections or fire education programs involving the Community



Operation:

1. Captains have no authority to supervise and manage.
2. Personnel are not held accountable, consistently, to meet performance standards, maintain collateral duties, meet attendance requirements, observe and follow Standard Operating Guidelines.
3. Standard Operating Guidelines are lacking or need to be updated.
4. Department does not have an established Engineer position with a separate GS-081 pay level.
5. Lack of communications, team building and training with other Divisions.
6. The accountability and evaluation of projects and collateral duties needs to improve. They are initiated with enthusiasm and great expectations. Then frequently left unfinished, ignored or gradually dropped.

Training

1. State of California certified training is not recognized by DOD.
2. There are no physical fitness standards or physical fitness requirements for Department personnel.
3. Formal and organized training is often inconsistent and is often concentrated on wildland fire suppression aspects instead of structure fires, disaster preparedness and rescue operations.
4. Standard Operating Guidelines for training are inadequate or do not exist.
5. Training with outside agencies is inconsistent or more often the case, entirely lacking.
6. Personnel involved in a "Train the Trainer" program are not, consistently, held accountable for providing the necessary training to personnel or for providing inadequate training.
7. There is no fire academy curriculum for new operational personnel.



Explanation Summary of Weaknesses.

The assessment of the Miramar Fire Department reveals a considerable variety of weaknesses. Some of those weaknesses have the potential to undermine the Department strengths and past goals that have been achieved.

A common component of the identified weaknesses is “accountability” and the failure to communicate critical information. Chief Officers and Company Officers are inconsistent in holding personnel accountable for their responsibilities and actions. They neglect to provide critical information in a consistent and efficient manner for the optimal benefit of personnel.

The mission of the Department is jeopardized by its aging fleet of apparatus that is supported by “questionable” maintenance and repairs. Fire apparatus that are critical for the success of the mission are often subjected to extended periods of being “out-of-service” or have scheduled maintenance delays to avoid the potential for the long expected “out-of-service” periods.

Opportunities of the Department

1. Potential for improvements through the acceptance and implementation of proposed optimal changes.
2. Demonstrate to personnel that “Ownership” in the Department has an optimal affect on achievement and success of programs, goals and the mission.
3. Implementation of “Knowledge Worker Age” management.
4. Continuing funding for education and training opportunities.
5. Maintain the Community’s support and respect by increasing the value of the Department to the Community.
6. Improve the physical fitness and health of personnel.
7. Continue and enhance mutual aid agreements with other Federal State and Local Agencies.
8. Continue and expand the ALS ambulance program.
9. Third Fire Station.
10. Promotions through upward mobility and by increasing the size of the work force.
11. DOD Certification for personnel.

Summary Explanation of Opportunities:

The strengths of the Department provide the overall opportunity for resolving the weaknesses and to address the threats.

Management has provided its personnel with the opportunity to take an ownership in the Department operations. Personnel have the opportunity to participate in the decision making process by the process of committee. Department ownership and the Committee process provide a combined affect that enhances the Department’s ability to achieve high standards, goals and to accomplish its mission with professional proficiency and respect.

As the USMC expands its mission at MCAS Miramar, the Department will have the opportunity to grow and increase its value to the Community.



Concerns to the Department

1. Reduction in funding for current and proposed staffing levels.
2. Positions left vacant or not staffed for extended periods.
3. Reduction in funding for equipment replacement, training, fire education programs and apparatus replacement.
4. Consolidation or integration with USMC Airfield Rescue Firefighters.
5. The implementation of National Security Performance Standards at MCAS Miramar.
6. USMC Fire Department consolidation or any unification with other Federal Agencies.
7. Continuation of accepting added operational duties with inadequate funding, inadequate staffing and no appropriate pay increases for personnel.
8. Issue of potential liability due to inconsistent, insufficient or poor record keeping and documentation of Department operations and major incident responses.
9. Failure to properly manage, account and follow through to maintain good programs that get established by Management.
10. The Naval Medical Center of San Diego has control of the ALS Ambulance, its staffing and funding.
11. DOD or USMC implementing new policies affecting; funding, staffing, response requirements, mutual aid agreements, fire prevention programs, ALS Ambulance program, Wildland Fire Management and apparatus replacement.



Summary Explanation of Concerns:

Three (3) types of concerns are posed upon the Miramar Fire Department. They are internal hypothetical concerns, the external hypothetical concerns and those concerns that emerge from the weaknesses. If left unchecked or improperly managed, the existing identifiable internal weaknesses have a potential to cause setbacks.

Goals and plans can be developed to meet the potential challenges of the hypothetical concerns. In reality, personnel may have little or no influence on the outcome of external concerns. The Department has the ability to exercise its strengths, maintain a desire to get the job accomplished, be flexible and improve training programs in response to resolving the concerns of its weaknesses.

Strategic Planning Approach

The 2007-2012 Strategic Plan of the Miramar Fire Department provides the groundwork or foundation for annual activities and the priorities for each of the next five (5) years. The objective of the Strategic Plan is for the organization to focus and execute its highest priorities.

Personnel should have a clear understanding of what the Miramar Fire Department is trying to achieve and why for the next five (5) years. Personnel of the Department should be clear about where the organization is headed and what the highest priorities are. Personnel should have a sight of the “big picture” or “line of sight” between their task and the Department’s goals. The Department should enable personnel to express their high value principles and to execute key goals.

The 2007-2012 Strategic Plan will provide the structure for personnel to have a clear understanding of strategic goals, to focus on the priorities, be enthusiastic about the organizational goals and be effective in performing their task.

The strategic goals of this Strategic Plan of the Miramar Fire Department provide direction for establishing activities, priorities, objectives and strategy of how to achieve the desired goals.



STRATEGIC GOALS FOR 2007 to 2012

Nineteen (19) strategic goals have been established for the Miramar Fire Department for the five year period of 2007 to 2012.

Administrative

Goal 1: Expand the “Table of Organization” Chart for the Department.

Goal 2: Accreditation for the Miramar Fire Department.

Goal 3: Increase Fiscal Year Funding for the Department.

Personnel Management

Goal 4: Efficient Distribution of Information to Personnel.

Goal 5: Accountability of Department Personnel.

Goal 6: Implement Knowledge Worker Management.

Goal 7: Implement a General Health and Physical Fitness Program

Goal 8: Safety of Personnel.

Operations

Goal 9: Expansion of Fire Station 61 and Construction of New Fire Stations.

Goal 10: Provide a Prepared Initial Attack Response to Structural, Wildland, Rescue, Haz-Mat and Aircraft Emergencies.

Goal 11: ALS Ambulance Medical Service for the MCAS Miramar Community.

Goal 12: Certified Self Contained Breathing Apparatus (SCBA) Program.

Goal 13: Establish a Wildland Fire Management Plan For MCAS Miramar.

Goal 14: First Responder Preparedness for CBRNE Terrorism Event

Emergency Communication Center

Goal 15: Updated Emergency Communication Center that is operated and staffed by the Miramar Fire Department.

Training

Goal 16: Establish a Firefighter Academy for Probationary Firefighters.

Goal 17: Achieve DOD Firefighter Certification for Department Personnel

Goal 18: Create a Career Development Guide for Department personnel.

Fire Prevention

Goal 19: Expand and Improve Fire Prevention Programs.

Goal 1: Expand The “Table of Organization” Chart for the Department.

The Marine Corps will be expanding operations and the military population at MCAS Miramar within the next five (5) years. To fulfill its mission for MCAS Miramar, the Department will need to expand its work force of personnel. Additional management positions will be needed to provide appropriate levels of supervision and for the management of Department programs.

Objective: Within the next five (5) years.

- Increase the number of personnel working for the Department.
- Increase promotional incentive and accountability.
- Increase the number of management and supervisory positions for the management of personnel, Department resources, and for wildland fire management.



Strategy:

- 1.1 Staff a fourth (4th) Engine Company with eleven (11) personnel that will be stationed at Fire Station 63.
- 1.2 Develop a position description and acquire funding for a Deputy Fire Chief position.
- 1.3 Develop a position description and acquire funding for a Wildland Fire Management Officer and a Budget Specialist
- 1.4 Staff a second (2nd) ALS ambulance.
- 1.5 Provide each Operational Group with a Supervisor.
- 1.6 Establish an Engineer’s position for each Operational Group.

Performance Measurement

- Each Operational Group consist of a Supervisor and an Engineer.
- A fourth (4th) Engine Company staffing the new Fire Station.
- The staffing of a second ambulance beginning in fiscal year 2007.
- Deputy Fire Chief and Wildland Fire Management Officer position established.



Goal 2: Accreditation for the Miramar Fire Department.

Obtain recognition of achieving excellence of continuous quality improvement and enhancement of service to the Community through self assessment and accreditation. Accreditation acclaimed by the Commission on Fire Accreditation International.

Objectives: Within the next five (5) years.

- Conduct a self assessment and meet accreditation requirements.
- Develop and implement programs to achieve and maintain accreditation.

Strategy:

- 2.1 Obtain approval and acquire funding to hire a consultant firm to conduct the self assessment.
- 2.2 Evaluate the self assessment report and implement the changes or improvements to obtain accreditation.
- 2.3 Develop and implement a Strategic Plan for 2007-2012.
- 2.4 Complete and publish "Standards of Response Coverage".
- 2.5 Complete a comprehensive risk assessment.

Performance Measure:

- Receive accreditation from the Commission on Fire Accreditation International.
- Strategic Plan for 2007-2012 completed and implemented.
- Standards of Response Coverage approved and published.
- Risk assessment completed.

Goal 3: Increase Fiscal Year Funding for the Department.

The budget will need to increase proportional to the expanding mission of the Department. With potential constraints due to the “Global War on Terror”, the Department needs to plan ahead, have a clear vision and recognize the monetary needs of the future.



Objectives: Within the next five (5) years.

- Determine the future expenses, operating cost and equipment replacement.
- Improve cost effectiveness and continue high standards as constraints are imposed.

Strategy:

- 3.1 Continue funding method and justification through the “POM” funding process.
- 3.2 Determine funding requirements for personnel and equipment.
- 3.3 Provide HQMC with annual list of maintenance needs.
- 3.4 Seek mid-year and end of the year funding from the Station comptroller office.
- 3.5 Determine “Operational Material and Service Fund” (OM&S) and P-1 HQMC, funding each Fiscal Year.
- 3.6 Explore alternative sources of funding.



Performance Measurement:

- “POM” process completed, annually.
- Labor funding successfully obtained for full staffing.
- Annual list of maintenance needs provided to HQMC.
- Comptroller contacted for mid year and end of the year funding.
- Fiscal Year OM&S and P-1 funding determined.

Personnel Management

Goal 4: Efficient Distribution of Information to Personnel.

There is a need to improve the distribution of information among personnel.

Objectives: Within the next five (5) years.

- Improve communication between personnel, management and the Divisions.
- Personnel will have awareness and knowledge of essential information related to their position, assignments and performance.
- Establishment of specific paths for the dissemination of official and important information.
- Reduction of non-essential information and the creation of false information.



Strategy

- 4.1 Create a specific document, Department web site and or official E-mail networking for official and vital information.
- 4.2 Hold regularly scheduled meetings.
- 4.3 Publish meeting notes from inter Division meetings.
- 4.4 Identify and reduce the distribution of non-essential information.
- 4.5 Develop and publish an official Fire Department newsletter.

4.6 Establish a recognized official website.

4.7 Observe and follow the chain of command for efficient communications.

Performance Measurement:

- Regularly scheduled and attended meetings with subsequent published meeting notes.
- Development of a Department newsletter that is published on a regular schedule.
- Personnel are kept informed with essential information.
- Department website is established.
- Non-essential information is reduced.



Goal 5: Accountability of Department Personnel.

It is essential that the accountability of Chief Officers, Company Officers, Inspectors, Dispatchers and Firefighters improve. Personnel need to improve their accountability towards Standard Operating Guidelines, completing assignments and maintaining Department programs.

Objectives:

- **Improve** service by increasing consistent high quality performance.
- Successful completion of projects, assigned task and program requirements.
- Inspire personnel to hold themselves accountable for maintaining programs, projects and observing Department Standard Operating Guidelines.

Strategy

- 5.1 Improve leadership and personal accountability.
- 5.2 Provide Lead Firefighters with authority to supervise personnel and manage programs.
- 5.3 Increase self discipline in the absence of appropriate supervision
- 5.4 Ensure implemented programs and assignments are completed or maintained

Performance Measurement:

- Implemented programs and assignments are completed or maintained and utilized.
- Personnel are held accountable for their contributions, responsibilities and assignments.
- Lead Firefighters obtain authority to supervise and manage.



Goal 6: Implement Knowledge Worker Age Management.

The Department has the opportunity to engage and experience the optimal benefits of Knowledge Worker Age Management. Adjust to a management style, which will recognize personnel as assets who have a wealth of knowledge and creativity.

Objectives: Within the next five (5) years.

- Improve cooperation, trust and support between management and personnel.
- Apply high value principles to achieving goals and the Department's mission.
- Encourage creativity, ingenuity and significant contributions by personnel.
- Encourage personnel to express their voice, thoughts and recommendations.



Strategy:

- 6.1 Recognize that personnel are valuable assets.
- 6.2 Inspire personnel to provide high quality performance.
- 6.3 Encourage creativity, treat personnel kindly, promote fairly and award fairly.
- 6.4 Implement programs, assignments, delegations and task that encourages, increases personnel to express their voice, thoughts and recommendations.
- 6.5 Provide continuous leadership development training.



Performance Measurement:

- Personnel are recognized and managed as valuable assets.
- Acceptable performance is increased.
- Leadership and role models are developed.
- An increase in personnel participation in ownership of the Department.

Goal 7: Implement a General Health and Physical Fitness Program.

Improving the health and physical fitness of personnel will offer several benefits to personnel and the Department.

Objectives: Within the next five years.

- Improve the health and physical fitness of personnel.
- Reduce injuries and illness.
- Improve and encourage healthy eating.

Strategy:

7.1 Develop and write Standard Operating Guideline pertaining to personnel health, and physical fitness.

7.2 Provide health education seminars.

7.3 Provide access and time for personnel to participate in physical fitness training programs.

7.4 Expand annual physical health appraisals to include all Department personnel.

7.5 Implement annual agility test and Wildland Capacity Test for personnel.

Performance Measurement:

- Health and physical fitness of personnel is improved.
- Assessment of Department injury and illness statistics.
- Health education seminars are provided to personnel.
- Agility test and the Wildland Capacity Test is implemented.



Goal 8: Safety of Personnel.

Provide for the safety of personnel.



Objectives: For the next five (5) years.

- Personnel recognize safety as a priority.
- Reduce the occurrence of personnel on light duty assignments.
- Prevent or reduce work place hazards.

Strategy:

- 8.1 Mitigation of workplace risk to prevent injury and accidents.
- 8.2 Compliance with OSHA, DOT and NFPA safety regulations.
- 8.3 Provide safety education.
- 8.4 Empower all personnel to stop unsafe practices.
- 8.5 Maintain Emergency Vehicle Safe Operating programs.

Performance Measurement:

- A reduction of personnel on light duty.
- Compliance with OSHA, DOT and NFPA safety regulations are achieved.
- Safety education is provided.
- Personnel are empowered to stop unsafe practices.
- The continuation of emergency

Goal 9: Expansion of Fire Station 61 and the Construction of New Fire Stations.

An expanding work force of personnel will require the construction of new Fire Stations and the expansion of existing facilities in the future.

Objectives: Within the next five (5) years.

- Establish a Fire Station at the East Miramar military housing project site.
- Establish a permanent Fire Station at Camp Elliot.
- Expansion of Fire Station 61's bunkroom.



Strategy:

- 9.1 Obtain approval and funding for the construction and opening of a permanent Fire Station for Engine Company 62 and one ALS Ambulance.
- 9.2 Obtain approval and funding for the construction and opening of a permanent Fire Station for Engine Company 63.
- 9.3 Ensure that the Fire Station 61 expansion project proceeds as scheduled for a 2007 completion date.

Performance Measure:

- Fire Station 63 is constructed and opens for Engine Company 63.
- A permanent Fire Station is constructed and opens for Engine Company 62 and one ALS ambulance.
- Expansion of Fire Station 61 is completed during 2007.

Goal 10: Provide a Prepared Initial Attack Response to Structural, Wildland, Rescue, Haz-Mat and Aircraft Emergencies.

The Miramar Fire Department is mandated by the Department of Defense to provide an expected level of emergency response service to the community as described by DoDI 6055.6*.

To ensure that the Community receives this mandated level of service, there is a critical need to provide a reliable fleet of fire apparatus for efficient and timely responses to emergency events.

Objectives:

- Meet the standards of DODI 6055.6 for initial attack.
- Implement mitigation actions to protect property, life and the environment.
- Improve the reliability of fire apparatus for initial attack responses.



* Department of Defense Instruction 6055.6

Strategy:

- 10.1 Ensure fire apparatus and personnel are available, prepared and on scene within the specified time periods for initial attack responses.
- 10.2 When necessary, utilize mutual aid agreements to meet the standards of initial attack as mandated by DOD Instruction 6055.6.
- 10.3 Provide training and leadership skill development for the implementation of on scene mitigation actions by initial attack resources.
- 10.4 Improve the care, maintenance and service of fire apparatus and ambulances.



- 10.5 Explore the potential of contracting maintenance and repair service of fire apparatus and ambulances with a certified vendor.
- 10.6 Develop an adequate fleet of reserve fire apparatus and ambulances.
- 10.7 Acquisition of new fire apparatus to replace those apparatus that have exceeded their expected life span.

Performance Measure:

- One Engine Company on scene within five minutes to implement appropriate safe mitigation measures ninety percent (90%) of the time.
- Complete compliment of initial attack resources on scene to implement mitigation measures within ten (10) minutes, ninety percent (90%) of the time.
- Appropriate mitigation measures are implemented by the “First Responders”.
- Decrease of mechanical break-down and out-of-service time for fire apparatus.
- New fire apparatus acquired to replace those apparatus that have exceeded their expected life span.
- Fleet of reliable reserved fire apparatus and ambulance is established.

Goal 11: ALS Ambulance Emergency Medical Service for the MCAS Miramar Community.

The Miramar Fire Department has the responsibility to provide an ALS service for the MCAS Miramar Community.



Objectives:

- Provide high quality professional comprehensive Advance Life Support (ALS) service to the Community.
- Meet County of San Diego Emergency Medical Service response standards.
- Rely less on San Diego Fire Department or outside agency for ALS coverage.
- ALS Program of Miramar Fire Department to become a “role model” for DoD Fire Departments to observe and follow.

Strategy:

- 11.1 Add a second ALS ambulance with full staffing in Fiscal Year 2007.
- 11.2 Establish Standard Operating Guidelines for ALS operations.
- 11.3 Establish an EMS Supervisor for the ALS Program.
- 11.4 Implement a program for Combi-tube training and certification.
- 11.5 Maintain issuing authority from County of San Diego EMS to conduct self “continuing education” classes for the EMT recertification of personnel.
- 11.6 Acquire the funding to take control of three (3) ALS ambulances from the Naval Medical Center of San Diego.



Performance Measurement:

- An established ALS Program with sufficient resources and personnel.
- Standard Operating Guidelines in place for ALS operations.
- Paramedic and Firefighter/EMT certification is maintained.
- Implementation of combi-tube program.
- An EMS Supervisor directing the ALS Program.

Goal 12: Certified Self Contained Breathing Apparatus (SCBA) Program.

The Department needs to improve its SCBA Program to ensure compliance with Federal, State and industry standards.

Objectives: Within the next five (5) years.

- Improve the care, maintenance, testing, service and repairs of SCBA equipment.
- Improve documentation of SCBA care, maintenance, testing, service and repairs of SCBA equipment.

Strategy:

12.1 Designate an SCBA Program Manager.

12.2 SCBA Technician certification and refresher training for designated personnel.

12.3 Conduct maintenance, testing and service of SCBA components as recommended by the manufacturer.

Performance Measure:

- SCBA Program Manager designated.
- Certified SCBA Technicians established.
- SCBA equipment and related components maintained, serviced, tested and repaired by Department SCBA Technicians.
- Annual SCBA refresher training provided to SCBA Technicians.

Goal 13: Establish a Wildland Fire Management Plan for MCAS Miramar.

The Miramar Fire Department seeks to improve the management and suppression of wildland fires for the purpose of fire prevention, protection of facilities and for the protection of natural resources.





Strategy:

- 13.1 Implementation of the Fire Danger Rating System.
- 13.2 Implementation of fire prevention measures to reduce the occurrence of wildland fires.
- 13.3 Implementation of fuel modification and fuel reduction measures for the proactive management of fire and vegetation.
- 13.4 Protect sensitive natural areas, habitat of threaten and endangered species, culture resources and the ecological communities from fire and adverse suppression actions.
- 13.5 Organize and train a fire management staff that can apply the highest standards of professional and technical expertise at all levels of fire management.

Performance Measurement:

- Station personnel, facilities and the environment are protected and preserved through implemented practices and measures of the Wildland Fire Management Program
- A trend towards the reduction of occurrence, size and severity of wildland fires.
- Habitats for threatened and endangered flora and fauna communities are improved by fuel modification and fuel reduction measures.
- Fire suppression and fuel management practices have a minimal impact on sensitive habitats.
- Fire Danger Rating System is implemented and maintained.
- Fire Management Staff is established.



Goal 14: First Responder Preparedness for CBRN Terrorism Event

The Miramar Fire Department is mandated by the Department of Defense to provide First Responder preparedness for a potential CBRN (Chemical, Biological, Radiological, Nuclear, High-yield Explosive) terrorism event.

Objectives:

- Provide appropriate response of personnel and equipment to a CBRN incident.
- Reduce Department personnel's vulnerability to terrorism at an incident.
- Improve the Department's ability to handle and implement mitigation measures at a CBRN event.
- Improve the Department's ability to initiate and perform emergency decontamination.

Strategy

- 14.1 Create and implement Standard Operating Guidelines for CBRN or WMD incident.
- 14.2 Maintain existing contract with the County of San Diego Hazardous Incident Response Team (HIRT).
- 14.3 Department personnel to participate in CBRN awareness education and mass casualty training.
- 14.4 Update and maintain appropriate equipment and training for mass decontamination.

Performance Measurement:

- Standard Operating Guidelines completed for CBRN incident.
- Annual renewal of HIRT contract.
- CBRNE awareness education and mass casualty training provided to personnel.
- Equipment, vehicles and training for CBRN provided to personnel.

Emergency Communication Center

Goal 15: Updated Emergency Communication Center that is operated and staffed by the Miramar Fire Department.

The Miramar Fire Department seeks to maximize effectiveness and efficiency of handling emergency calls, dispatching and the allocation of resources.

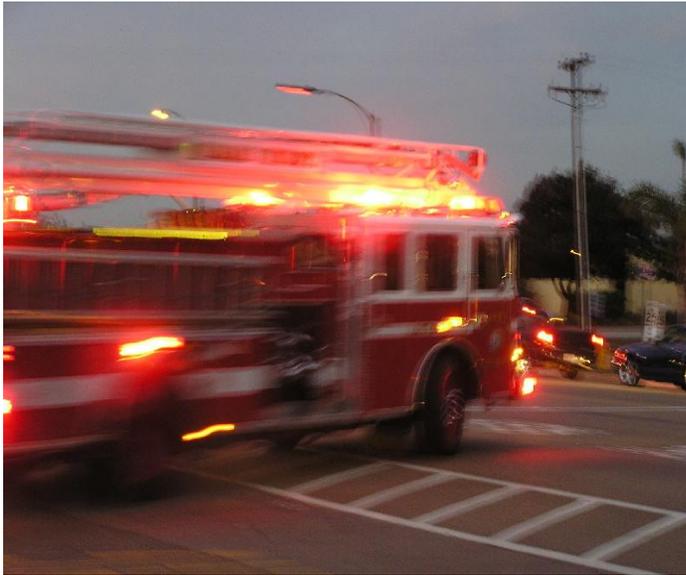


Objectives: Within the next five (5) years.

- Emergency Communication Center fully staffed with civilians that are employed by the Miramar Fire Department.
- Emergency Communication Center managed by the Miramar Fire Department.
- Provide quick, reliable and efficient emergency service to the Community.

Strategy:

- 15.1 Place the Emergency Communication Center under the management and control of the Fire Department.
- 15.2 Staff the Emergency Communication Center with Department personnel twenty-four (24) hours a day, seven (7) days a week, 365 days a year.
- 15.3 Develop an annual budget and secure funding for the purchase, upgrade and maintenance of telecommunication equipment and other related equipment designated for the Emergency Communication Center.
- 15.4 Implement and utilize Computer Assisted Dispatch (CAD), combined with Mobile Data Computers (MDC), to facilitate receiving and dispatching.
- 15.5 Acquire and utilize Global Positioning system (GPS) and Automatic Vehicle Location (AVL) for field resources.
- 15.6 Research improvements in the technology of telecommunications for future efficient upgrades.
- 15.7 Establish standardize qualifications, certification and evaluation procedures for Emergency Communication Center dispatchers.
- 15.8 Provide the Dispatch Supervisor with full authority to manage personnel, procedures and equipment of the Emergency Communication Center.



Performance Measure

- Emergency Communication Center being managed and staffed by the Department personnel 24/7 each day of the year by fiscal year 2008.
- Computer Assisted Dispatch (CAD) and Mobile Data Computers (MDC) being used for the dispatching and tracking of resources.
- GPS and AVL acquired, installed and being utilized.
- Implementation of standardized qualifications, certification and evaluation procedures for Dispatchers.
- Dispatch Supervisor provided with full authority to manage and supervisor the Emergency Communication Center.





Goal 16: Establish a Firefighter Academy for Firefighters.

Provide Probationary Firefighters and New Hire Firefighters with formal academy style training prior to their placement on an Engine Company.

Objectives: Prior to opening a third Fire Station.

- Create academy training for Probationary Firefighters.
- Prepare Probationary Firefighters for performing tasks at an emergency event.



Strategy:

- 16.1 Establish training standards for Probationary Firefighters and New Hire Firefighters
- 16.2 Develop a Firefighter Academy curriculum.
- 16.3 Schedule a Firefighter Academy for Probationary Firefighters and New Hire Firefighters.

Performance Measurement:

- Firefighter Academy held for Probationary Firefighters and New Hire Firefighters.
- Curriculum developed for a Firefighter Academy
- Training standards created for Probationary Firefighters and New Hire Firefighters.



Goal 17: Achieve DOD Firefighter Certification for Department Personnel

Certify personnel to their current position and one level above in the DoD Firefighter Certification Program. The Department will take a proactive approach to the pending DoD Wildland Firefighter certification program.

Objectives: Within the next five (5) years.

- DoD Firefighter Certification for personnel based on their current position and one level above.
- DOD Wildland Firefighter Certification for Department personnel.
- Department personnel eligible to advance their career.

Strategy:

- 17.1 Enroll personnel in appropriate DOD Career Development Courses (CDC).
- 17.2 Host DOD Career Development Courses at MCAS Miramar.
- 17.3 Establish MCAS Miramar as a DOD Certification test control facility
- 17.4 Continue to contract with private firms to prepare personnel for DOD certified wildland firefighter requirements.

Performance Measurement:

- Personnel certified for their current position and one level above.
- Career Develop Courses held at MCAS Miramar and hosted by the Miramar Fire Department.
- MCAS Miramar established as DOD Certification test control facility.
- Department personnel prepared to achieve DoD Wildland Firefighter Certification.

Goal 18: Create a Career Development Guide for Department Personnel.

Enhance career development guide for personnel by the providing of criteria and expected standards for both temporary and permanent employees.

Objectives: Within the next five (5) years.

- Enhance career development of Department personnel.
- Provide criteria and standardization for promotion.



Strategy:

18.1 Develop a written, "Career Development Guide", for Department personnel.

18.2 Establish standardizations for promotion and outlined in the Career Development Guide.

Performance measurement:

- Career Development Guide implemented by 2012.

Goal 19: Expand and Improve Fire Prevention Programs.

The Department will continue to provide the community with competency and expertise towards fire prevention and fire education.

Objectives; within the next five (5) years:

- Prevent fire loss damage, fire caused injuries and fire caused deaths through the creation, implementation, and management of fire education programs.
- Provide fire education, fire prevention information and fire prevention training to the community.
- Involve the Community in Fire Prevention Programs.



Strategy:

- 19.1 Implement and manage a “Fire Warden” program for MCAS Miramar.
- 19.2 Conduct fire education and fire prevention training at Community events.
- 19.3 Involve Department operational personnel in fire prevention and fire education community events.
- 19.4 Develop a program for Fire Companies to participate in building and facility fire inspections.



Performance Measurement

- “Fire Warden” Program implemented and being managed by the Department.
- Participation by operational personnel with fire education and fire prevention programs.
- Fire Companies participate in building and facility fire inspections.
- Statistics demonstrate that fire loss damage, fire caused injuries and fire caused fatalities is reduced or does not increase.

Future Responsibilities of the Strategic Planning Committee

Development of a Five Year Strategic Plan was the first step for the Strategic Planning Committee. The second step for the committee and the Department is the Strategic Management of the Five Year Strategic Plan.

Along with the Fire Chief, the Committee will have the ultimate responsibility to maintain the Strategic Plan and advance the strategic goals. Both will have the responsibility to put the plan into operation. The Committee will need to ensure that the Strategic Plan advances forward and to ensure it remains a significant guiding document for the Department.

The Committee and Department Chief Officers will have a responsibility to keep the Department as a whole working towards the accomplishment of its strategic goals. Both Chief Officers and the Committee should cooperate through teamwork in the strategic management of the plan. Department leaders should be continuously aware of the strategic plan and be proactively implementing the strategies for the next five (5) years.

The Committee will have the responsibility to focus on the progress towards results. It will need to continually assess the environment and determine if strategic adjustments are necessary. When warranted, operational plans may need to be revised, depending on the climate, budget and unforeseen circumstances that may appear as obstacles.

The Chief Officers and the Committee need to be involved in measuring results. Is operational planning and decision making achieving the desired results? Is the Department adhering to its core values, mission and strategic goals? Are the objectives of each strategic goal being achieved?

Management of the Five Year Strategic Plan should be a TEAM effort by the members of the Department. As the Committee moves forward it will need personnel involvement. Members of the Department should be encouraged to interject their innovations and creativity towards achieving quality results.

*Things which matter most
must never be at the mercy of things which matter least.
Goethe*



Strategic Planning Committee

Captain James D. Barr
Captain Josh Allen
Captain Paul Tompkins
Engineer Dave Bognacki
Engineer Daniel Regis
Firefighter John P. Meyer
Firefighter Tony Randazzo
Firefighter Brian Elder
Dispatcher Bruce Baumann
Paramedic Eric Branco
Paramedic Mary Cavanaugh



Captain James Barr



Engineer Dave Bognacki



Captain Paul Tompkins



Engineer Dan Regis



Firefighter Brian Elder



Firefighter Tony Randazzo



Firefighter John Meyer



Captain Josh Allen



Paramedic Mary Cavanaugh



Dispatcher Bruce Baumann

(Not pictured: Eric Branco)



Miramar Fire Department

Fire Chief Jerry P. Sack
Assistant Chief Tina Leary
Assistant Fire Chief Larry Kern
Assistant Fire Chief Dave Allen
Training Chief James G. Magill
Dispatch Chief Bruce Baumann

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Looking Ahead To 2012

Reaching for the Goals
of 2012

